

EXHIBIT 11

From: Natalie Kessler
Sent: Wednesday, October 21, 2009 5:38 AM
To: Melissa Daimler
Subject: RE: Job leveling question: can you answer before tomorrow?
Attachments: Job Leveling FAQs.pdf; HR - OMTR offer FAQs_final.pdf

Hi there,

Attached is the revised Job Leveling FAQ. I'll send it out to everyone again.
Attached also is the Offer FAQ.
To confirm, I've resent the invite to Ellie.

Cheers,
Nat

~~~~~  
Natalie Kessler  
WW Talent Operations  
Adobe Systems Incorporated  
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"A Day in the Life at Adobe"  
<http://www.adobe.com/aboutadobe/careeropp/fma/dayinthelife>

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**From:** Melissa Daimler  
**Sent:** Wednesday, October 21, 2009 5:13 AM  
**To:** Natalie Kessler  
**Subject:** Re: Job leveling question: can you answer before tomorrow?

Can I have a copy of the offer FAQs too? Your fellow early bird. :)

On 21/10/09 5:11 AM, "Natalie Kessler" <[nkessler@adobe.com](mailto:nkessler@adobe.com)> wrote:

Will do

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**From:** Melissa Daimler  
**To:** Natalie Kessler  
**Sent:** Wed Oct 21 05:05:39 2009  
**Subject:** FW: Job leveling question: can you answer before tomorrow?  
Can you please change this in question #4 on FAQ? thanks  
Melissa Daimler | adobe systems incorporated | director | organizational development  
o. +1.408.536.5802 | m. +1.415.533.5277

----- Forwarded Message

**From:** Debbie Streeter <[streeter@adobe.com](mailto:streeter@adobe.com)>

**Date:** Tue, 20 Oct 2009 21:46:10 -0700

**To:** Melissa Daimler <[mdaimler@adobe.com](mailto:mdaimler@adobe.com)>, Rosemary Arriada-Keiper <[rarriada@adobe.com](mailto:rarriada@adobe.com)>

**Subject:** RE: Job leveling question: can you answer before tomorrow?

Here is what we put in the offer FAQs

Debbie Streeter  
Sr. Director, Total Rewards  
408.536.4768 phone  
408.537.4010 fax  
[streeter@adobe.com](mailto:streeter@adobe.com) <<mailto:streeter@adobe.com>>

If you are a North America-based employee and have an HR-related question, please contact the HR Information Center (HRIC) at x6-HELP (4357), or at [hric@adobe.com](mailto:hric@adobe.com) <<mailto:hric@adobe.com>> .

**From:** Melissa Daimler  
**Sent:** Tuesday, October 20, 2009 8:59 PM  
**To:** Rosemary Arriada-Keiper; Debbie Streeter  
**Subject:** Job leveling question: can you answer before tomorrow?

**Hi Ladies--**

**Finalizing job leveling doc and Cheryl called this one out as not having detailed answer. Can you provide more context/details? I think we had something in another doc about being "whole"? thanks**

**How were base pay changes determined?**

After you were placed in the appropriate job, your current pay was reviewed in relation to Adobe's salary range for your job.

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----- End of Forwarded Message

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